Manitoba

Annual Report
1985-86

civil service
commission

Manitoba

Minister of Finance

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Legislative Building
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Her Honour
The Honourable Pearl McGonigal
Lieutenant-Governor of Manitoba
Room 235 Legislative Building
Winnipeg, Manitoba

May It Please Your Honour:

I present herewith the Sixty-Eighth Annual Report of the Manitoba Civil Service Commission for the period January 1, 1985 to March 28, 1986.

Respectfully submitted

Eugene Kostyra
Minister Responsible for
The Civil Service Act

MANITOBA
CIVIL SERVICE COMMISSION
935 — 155 Carlton Street
Winnipeg, Manitoba
R3C 3H8

The Honourable Eugene Kostyra
Minister Responsible for
The Civil Service Act
103 Legislative Building
Winnipeg, Manitoba
R3C 0V8

Sir:

In conformity with the provisions of The Civil Service Act, I am pleased to forward to you, the Minister Responsible for administration of The Civil Service Act, the 68th Annual Report of the Manitoba Civil Service Commission.

This Report covers the period January 1, 1985 to March 28, 1986 and includes a review of the Commission's activities for that period.

Respectfully submitted

E. A. Poyser

E.A. Poyser
Chairperson

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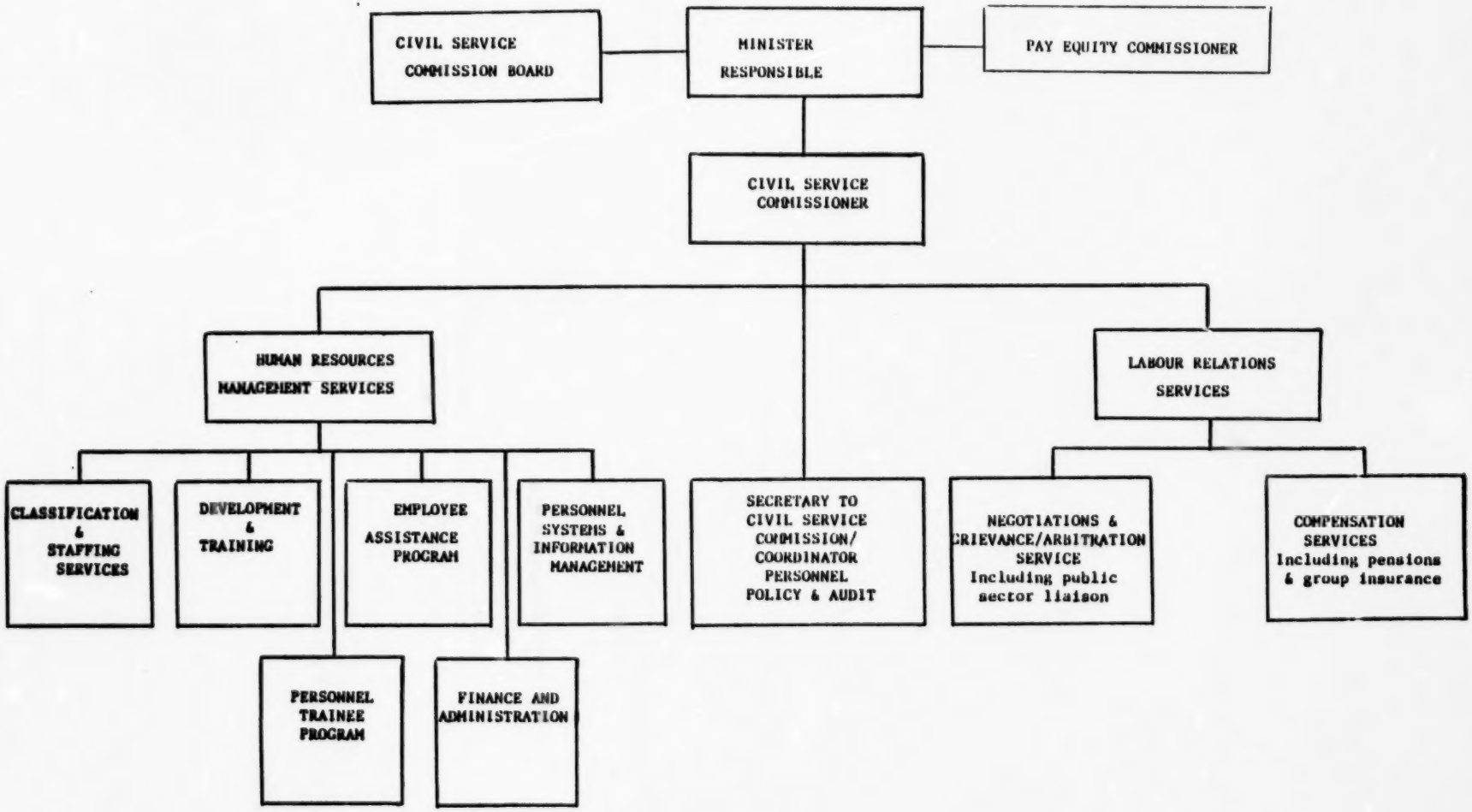
CIVIL SERVICE COMMISSION

ORGANIZATIONAL CHART


CIVIL SERVICE COMMISSION BOARD
MINISTER RESPONSIBLE
PAY EQUITY COMMISSIONER
CIVIL SERVICE COMMISSIONER
HUMAN RESOURCES MANAGEMENT SERVICES
LABOUR RELATIONS SERVICES
CLASSIFICATION & STAFFING SERVICES
DEVELOPMENT & TRAINING
EMPLOYEE ASSISTANCE PROGRAM
PERSONNEL SYSTEMS & INFORMATION MANAGEMENT
SECRETARY TO CIVIL SERVICE COMMISSION/ COORDINATOR PERSONNEL POLICY & AUDIT
NEGOTIATIONS & GRIEVANCE/ARBITRATION SERVICE Including public sector liaison
COMPENSATION SERVICES Including pensions & group insurance
PERSONNEL TRAINEE PROGRAM
FINANCE AND ADMINISTRATION

CIVIL SERVICE COMMISSION
FUNCTIONAL ORGANIZATION

Civil Service Commission

Administers The Civil Service Act, acts as an appeal body under the provisions of The Civil Service Act, and reports to the Legislature through the Minister Responsible on the status of personnel management in government. A member of the commission is designated as Pay Equity Commissioner.

Civil Service Commissioner

As Deputy Head, manages the effective development and delivery of a comprehensive personnel management service consistent with the terms of The Civil Service Act, initiates the development and formulation of government personnel policy and advises and informs the Minister Responsible on all aspects of personnel administration.

Secretary, Civil Service Commission

Provides functional guidance and staff support for all activities of the Civil Service Commission Board under the provisions of the Civil Service Act. Provides a centralized mechanism for the development, monitoring and assessment of personnel management policy, programs, and procedures for both central agencies and departments and promotes consistent and equitable programs and practices across the government service.

Human Resources Management Division

Responsible for the development and delivery of Human Resources Management programs and services to departments through specialist branches.

Classification and Staffing

Ensures the development and maintenance of the staffing and classification programs of the Commission including organizational analysis, staff complement analysis, and human resources allocation and utilization.

Staff Development and Training

Responsible for increasing individual and organizational effectiveness through the provision of the necessary policies, programs and resources required to meet identified training and development needs within the Manitoba Civil Service.

Personnel Information Management

Ensures the appropriate development, utilization and confidentiality of personnel management information, within the civil service through the development and administration of the necessary policies, procedures, systems and capabilities.

Finance and Administration

Provides internal support systems (including finance, personnel, administration, accounting systems and communications/public relations) common to and required by all branches of the Civil Service Commission.

Employee Assistance Program

Develops and implements programs and services related to providing assistance to individuals who are experiencing personal and/or health related problems.

Personnel Trainee Program

Consists of a formal program of rotational job assignments and specialized training designed to provide trainees with a comprehensive background and exposure to all aspects of professional personnel management within the public sector.

Personnel Information Management

Ensures the appropriate development, utilization and confidentiality of personnel management information within the civil service through the development and administration of the necessary policies, procedures, systems and capabilities.

Finance and Administration

Provides internal support systems (including finance, personnel, administration, accounting systems and communications/public relations) common to and required by all branches of the Civil Service Commission.

Personnel Trainee Program

Consists of a formal program of rotational job assignments and specialized training designed to provide trainees with a comprehensive background and exposure to all aspects of professional personnel management within the public sector.

Labour Relations Division

Represents the government in union-management relations within the public service and provides specialist and consultative services to the Civil Service Commission and departments of government.

Negotiations and Grievance Arbitration Services

Acts as agent for the government in collective bargaining and grievance arbitration processes. Implements and administers collective agreements.

Compensation Services

Develops, recommends and interprets government compensation policies and provides compensation and benefits research and liaison with other public and private sectors.

Pensions and Group Insurance
Serves as the government's consultative body on matters concerning pension plans, group insurance and selected employee benefits.

Public Sector Liaison

Provides liaison and consultative services within the Manitoba public sector.

ANNUAL REPORT

CIVIL SERVICE COMMISSION

INTRODUCTION

This annual report covers the activities of the Civil Service Commission for the calendar year 1985, and the balance of the fiscal year 1985/86. Effective with this report, annual reports of the Civil Service Commission will be provided on a fiscal year basis in accordance with government policy. The report is submitted in accordance with Sub-Sections (1) and (2) of Section 60 of the Civil Service Act.

Detailed accounts of the functions and programs of each area of the Commission are provided in the body of this report. The following are brief summaries of some of the major program highlights during 1985/86:

Appointment of Pay Equity Commissioner

Effective October 1, 1985 Roberta Ellis-Grunfeld was appointed a member of the Civil Service Commission Board and designated Pay Equity Commissioner under the provisions of the Pay Equity Act. The Pay Equity Commissioner, supported by a project team of Commission staff, is developing the approach to implementation of Pay Equity within the Manitoba Civil Service as provided under the provisions of the Pay Equity Act. During 1985/86 the Civil Service Commission and the Manitoba Government Employees' Association completed the first stage of negotiations and have selected a job evaluation system for the evaluation stage. During 1986/87 the Civil Service Commission and the Manitoba Government Employees' Association will focus on the next stage: the evaluation of gender dominated classes in order to determine the basis for negotiating the application of pay equity.

Collective Bargaining

Negotiations with the Manitoba Government Employees' Association (M.G.E.A.) respecting a renewal of the Government Employees' Master Agreement and nine component Sub-Agreements were concluded during 1985. The agreement is for three years expiring on September 25, 1987 and included provisions on employment security, a revised layoff procedure, and formal recognition of employee seniority. Collective agreements were also concluded for four professional bargaining units and various Crown Corporations, Boards, Agencies and Commissions of Government.

Support to Affirmative Action Policy Implementation

During 1985/86, in support of the Affirmative Action Policy of Government, Commission staff completed orientation and training of departmental affirmative action coordinators and members of joint union/management committees within each department. A reporting system was developed to record and analyze voluntary self-declaration and identification by target group members applying for employment within the Civil Service. In addition, a pilot Career Development Program was developed and approved within the Civil Service Commission for Affirmative Action target groups. Six Management Trainees have been selected and have commenced an intensive two-year training period toward placement in professional and/or supervisory positions across government. In addition, the Commission is proceeding to implement a number of other new initiatives to facilitate and support the implementation of affirmative action within the Manitoba Civil Service.

Employee Assistance Program

The Employee Assistance Program, which provides assistance to individuals experiencing personal, emotional and/or health related problems was jointly reviewed and evaluated by a union/management committee during 1985/86. On the basis of this joint review the program was re-established as a voluntary program and moved to a jointly funded location separate from the Civil Service Commission consistent with the emphasis on neutrality and client confidentiality.

Employment and Program Trends

Throughout this report, program statistics and levels are provided on both a calendar and fiscal year basis. These figures reflect the change in reporting period of the Commission to a fiscal year basis. Some of the highlights of the trends and statistics for 1985/86 are: total employment in December, 1985 of 17,406 as compared to 17,059 in December, 1984. The total employment includes all categories of employment including casual, as if and when, term, contract, and civil service employees. In December, 1985 there were 13,144 civil servants in established positions as compared to 12,995 in December, 1984. In 1985 there were 672 competitions with 23,248 applications as compared to 641 competitions in 1984 with 18,404 applications. The average applicants per competition increased to 35 in 1985 from 29 in 1984.

1985/86 was the first year that voluntary declaration under the Affirmative Action policy was implemented, and 652 applications were received from individuals voluntarily declaring membership in one of the Affirmative Action target groups.

Delegation of recruitment and staffing authority to departments by the Civil Service Commission continued to expand with a total of 18 departments having delegated authority during 1985/86.

ANNUAL REPORT - 1985-86
MANITOBA CIVIL SERVICE COMMISSION

E.A. Poyser, Chairperson
Paul I. Hart, Civil Service Commissioner
Shirley Bradshaw, Member
James W. Hartry, Member
William Michaluk, Member (Resigned)
Beverly Suek, Member
Michel Lagacé, Member
Roberta Ellis-Grunfeld, Pay Equity Commissioner

Mr. William R. Michaluk resigned as a Member of the Board effective August 1985. The Commission Members expressed their appreciation to Mr. Michaluk for his service as a Board Member since 1981.

Effective October 1, 1985, Roberta Ellis-Grunfeld was appointed a Member of the Civil Service Commission Board and designated as Pay Equity Commissioner under the provisions of the Pay Equity Act.

The format of the Civil Service Commission Annual Report has been changed to report on a fiscal year basis in conformity with government policy. To effect the transition, the 1985/86 report covers a period of 15 months from January 1985 to March 1986. Henceforth, reports will be on a fiscal year (April to March) basis. Where appropriate and possible, statistics are provided on a comparative basis for this transitionary year 1985/86.

The Commission Board met with the Minister responsible for The Civil Service Act on two occasions during the reporting period to review matters related to personnel administration within the Manitoba Civil Service.

ADMINISTRATION OF THE CIVIL SERVICE ACT

The Civil Service Commission, established under Section 4(1) of The Civil Service Act, is responsible for applying and carrying out the provisions of The Civil Service Act and functions as an appeal body pursuant to the provisions of the Act. The Commission is also responsible for advising the Minister Responsible for The Civil Service Ac on problems concerning personnel administration. In addition, during 1985 a Member of the Civil Service Commission was designated as Pay Equity Commissioner and commencing on October 1, 1985, the Government and the Commission were required to take such action as may be necessary to implement pay equity throughout the civil service.

The Commission carries out its functions and responsibilities through the staff organization outlined in this report.

The Civil Service Commission Board consisting of citizen and government members, acts as an appeal body with respect to all appealable matters emanating from employees not covered by the provisions of a Collective Agreement, all appeals with respect to position reclassification, selection appeals with respect to both bargaining unit and excluded positions, and appeals under the Manitoba Government Conflict of Interest Guidelines.

The Board, in addition, conducts classification review hearings of management originated classification requests and hearings regarding disputes concerning matters related to the administration of the classification plan. The Commission may also conduct an administrative review of any appointment under delegated recruitment and staffing authority.

During the reporting period the Commission Board continued its policy and procedural review process and the development of specific procedures for matters submitted to the Board on appeal. In addition, the Board, through appeals submitted, determined the procedures for appeals under the Government Conflict of Interest Policy, and a new procedure for administrative review of competitions under delegated authority as provided under The Civil Service Act. The procedures for review of conflict of interest appeals were determined following joint presentations from both Government staff representatives and representatives of the Manitoba Government Employees' Association. The administrative review procedure for competitions was established following presentations from Commission staff and review of the provisions and requirements under The Civil Service Act. The administrative review process is initiated by recommendations from Commission staff following a staffing audit of a particular competition initiated through appeal to the Commission, a request for review of a competitive process, or cyclical audits initiated by Commission staff.

In addition to the appeal function, the Board administers The Civil Service Act, Regulations and policy on the basis of matters submitted to the Board by Commission staff or departmental management or delegated by the Board to Commission or departmental management. The Board also carries out its advisory role in consultation with Commission staff, including recommendations to the Minister Responsible for The Civil Service Act.

Major issues reviewed during 1985-86 include:

- impact of Pay Equity Act and role of the Pay Equity Commissioner
- implementation of the Government Pay Equity Legislation within the civil service.
- Conflict of Interest Policy
- Administrative review hearings
- Civil Service Commission Board procedures on appeal
- affirmative action policy and selection process including appeals
- classification appeal process

The Commission noted the increasing number of selection appeals submitted during 1985/86 and the necessity for specific rulings on matters related to appeal procedures. In addition, the Board also requested a number of classification reviews be conducted following from matters raised during classification appeal hearings by the Commission.

Matters raised during the reporting period which will impact the activities of the Commission Board and operations of Commission staff include French Language requirements for quasi-judicial boards, administrative and procedural requirements of quasi-judicial boards, the proposed Government Freedom of Information Legislation, and implementation of pay equity within the civil service.

CIVIL SERVICE COMMISSION 1985/86

Civil Service Commission Meetings	43
Appeals Received	66
Appeals Pending from 1984	3
Appeals Not Accepted	-
Appeals Withdrawn	14
Appeals Heard	37
Appeals Granted	4
Appeals Granted Other than Requested	9
Appeals Denied	24
Appeals Pending to 1986/87	18

TYPES OF APPEALS	Initiated	Pending from 1984	Not Accepted	Withdrawn	Granted	Granted Other	Denied	Pending to 1986/87
Classification	30	2	-	2	3	7	12	8
Selection	28	1	-	11	-	1	11	6
Classification Dispute	2	-	-	-	-	-	-	2
Conflict of Interest	1	-	-	-	1	-	-	-
Benefits Administration	1	-	-	-	-	1	-	-
Dismissal	1	-	-	-	-	-	-	1
Other	3	-	-	1	-	-	1	1
	66	3	-	14	4	9	24	18

REVIEW HEARINGS

Classification Reviews	2

PERSONNEL POLICY ADMINISTRATION

Educational Leave	3
Special Merit Increment	11
Additional Remuneration	22
Indefinite Suspension	2
Extension of Sick Leave	-
Compulsory Medical Retirement	-
Salary Adjustment	-
Over Range Pay Determination	25
Establishment of Probationary Period	-
Leave of Absence	-
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PERSONNEL POLICY AND PROGRAM REVIEWS

Appeal Procedures - Conflict of Interest
Pay Equity Legislation
Classification Appeal Process
Community College Instructor Series
Health and Social Development Specialist Series
Policy and Program Amendments - Employee Assistance Program

REVIEWS DIRECTED

Correspondence Teacher Series
Employment Standards Officer and Related Series
Coordinator of Volunteers Function

DELEGATION OF RECRUITMENT AND SELECTION TO DEPARTMENTS

Department	Initial Delegation	Amendment to Delegation	Extension of Delegation
Labour	April 1/80		To April 1, 1987
Municipal Affairs	March 1/80		To March 1, 1987
Agriculture	March 1/80		To March 1, 1987
Community Services	April 1/80		To Aug. 30, 1987
Northern Affairs	April 1/80		To Nov. 30, 1986
Education	May 1/80	Reinstated April 1, 1985	To April 1, 1986
Health	May 1/80		To May 1, 1987
M.H.S.C.	July 1/80		To June 30, 1987
Government Services	Oct 1/81		To Jan. 31, 1987
Finance	Nov 1/82		To Nov. 1, 1985
Attorney-General (non-legal positions)	May 1/83		To May 1, 1986
Energy & Mines	May 1/83		To May 1, 1987
Employment Services & Economic Security	Sept 1/84		To Sept. 1, 1985
Crown Investments	July 1/84		To July 1, 1985

NEW DELEGATIONS

Highways	Jan 1/86		To Jan. 1, 1987
Consumer & Corporate Affairs	April 1/86		To April 1, 1987
Natural Resources	April 1/86		To April 1, 1987
Housing	April 1/86		To April 1, 1987

PAY EQUITY COMMISSIONER

Effective October 1, 1985, Roberta Ellis-Grunfeld was appointed as a Member of the Civil Service Commission and designated Pay Equity Commissioner under the provisions of the Pay Equity Act.

The Pay Equity Commissioner is responsible for ensuring that pay equity is implemented within the Civil Service in accordance with the Pay Equity Act.

The Pay Equity Commissioner, in consultation with the Commission, initiates and oversees:

(i) the negotiations to be undertaken by the commission respecting the implementation of pay equity, and

(ii) the actions required to be taken by employees of the commission and by administrators of government departments to implement pay equity in accordance with agreements reached with bargaining agents or orders made by an arbitration board;

The Pay Equity Act provides for two phases of implementation.

Phase 1 (to be implemented by June 30, 1986)

This phase involves the selection of a gender neutral job evaluation system to be utilized in evaluating male and female dominated classifications and the fixing of the classes to which the job evaluation system will be applied.. This phase is well under way at the time of this report. A union/management implementation and negotiation committee has been established which has solicited and reviewed presentations from numerous job evaluation consultants. Following evaluation of each presentation, a joint agreement has been reached as to the system to be utilized.

Phase 2 (to be completed by October 30, 1987)

This phase involves the actual application of the Job Evaluation System to the male and female dominated classifications and the negotation of the application of pay equity adjustments which will result from this process. As stipulated in the Pay Equity Act, such adjustments are not to exceed 1% of payroll (approximately $4 million per year over the subsequent four years).

The Pay Equity Commissioner is supported by a project team of commission staff and is developing the approach to implementation of pay equity within the Manitoba Civil Service in consultation with the Commission Board, the Executive Committee of the Department of the Civil Service Commission, and the Pay Equity Bureau of the Department of Labour.

At the time of writing of this report, the implementation of Pay Equity within the Civil Service was ahead of projected schedule with selection of the job evaluation system for the evaluation stage completed and identification of gender dominated classes underway. The evaluation of gender dominated classes will form the initial basis for negotiation of the application of pay equity adjustments during the second phase.

SECRETARY - CIVIL SERVICE COMMISSION

The Secretary to the Civil Service Commission provides for the management and administration of all matters referred to or directed by the Civil Service Commission Board, and participates as a member of the Departmental Executive Committee. The Secretary supports the policy development and recommendation functions of the Commission and co-ordinates the development and communication of personnel management policy.

The Secretary acts in a co-ordinating and consultative capacity to Commission staff and the Civil Service Commission Board in the following areas:

- co-ordination of the development, review and communication of personnel management policies and procedures under the provisions of The Civil Service Act.

- provision of policy recommendations, consultation and advice to the Civil Service Commission Board.

- review and evaluation of personnel management programs in Government on a joint consultative basis with Commission staff and individual departments of Government.

- communication of decisions and directions of the Civil Service Commission Board with respect to matters submitted to the Board on appeal or as policy or program recommendations.

During 1985/86, significant emphasis was placed on consultation and support to the Civil Service Commission Board resulting from an increase in the number and complexity of matters submitted on appeal or as administrative matters for review and decision by the Board.

During 1985/86, significant attention was placed on the administrative procedures of the Commission Board on appeal including rules of procedure, evidence, and proceedings before the Appeal Board. In consultation with Legal Counsel, draft guidelines for appeals and procedures for the Civil Service Commission on appeal were developed and submitted to the Board for review with the intention of publishing detailed appeal procedures and a guide to appellants considering an appeal under the provisions of The Civil Service Act.

During 1985/86, the development of personnel management policy and procedural guidelines continued with publication in the Personnel Manual of new or revised policy on appointment and classification to Senior Officer and equivalent levels, temporary/interim reclassification guidelines, re-employment of retired/retiring employees, and recognition of exceptional performance. In addition, policies and procedures for the Employee Assistance Program and related programs of the Civil Service Commission were reviewed and approved through a Joint Union/Management Committee and subsequently issued in the Personnel Manual.

In order to continue to support and promote the development of procedures for review and evaluation of personnel management programs in Government, a seminar on auditing human resource management was arranged through the Canadian Comprehensive Auditing Foundation. The Seminar was attended by a group of personnel directors, Commission staff, internal auditors, and staff of the Provincial Auditor's Office. The Seminar was held to develop and promote a common understanding of the various areas of methods of evaluating human resource management in Government from the perspective of each of the departments and agencies involved.

During 1985/86, activities were undertaken to review and respond to the requirements of the Freedom of Information Act passed during 1985 but yet to be proclaimed within Government.

The activities of the Commission Board and statistics related to the activities of the Commission Board are outlined in the appropriate sections of this report.

HUMAN RESOURCES MANAGEMENT DIVISION

This division is responsible for the development and delivery of human resources management programs and services to departments of government through specialist branches. Resources and programs of the Commission in support of the affirmative action policy of government are also provided through this division, and are outlined in the individual branch reports.

Classification and Staffing Branch

This branch is responsible for ensuring the development and maintenance of the staffing and classification programs of the Civil Service Commission including organizational and staff complement analysis, and the allocation and utilization of human resources. Branch programs are developed on the basis of providing a developmental and consultative service to departmental management and the personnel community. Specific emphasis is placed on the provision of programs and services to managers to enable them to carry out their personnel management responsibilities.

During 1985/86 the delegation of recruitment and staffing authority to departments was expanded, with four additional departments receiving delegated recruitment and staffing authority bringing the total to eighteen departments.

In support of this delegation of authority the branch developed a comprehensive staffing audit manual to complement the staffing audit program. The manual documents the scope and processes for audit of staffing transactions including standards of practise related to staffing activities. The manual has been distributed to all delegated departments for their reference and to non-delegated departments for information on the audit process.

A total of 672 competitions were held in 1985 which attracted 23,248 applications for an average of 35 applicants per competition. In addition, 1985/86 was the first year in which voluntary declaration under the affirmative action policy was implemented.

During 1985/86, as outlined in this report, there was a significant increase in the numbers of selection appeals submitted to the Commission Board and procedures for conducting an administrative review of any competition or appointment under delegated recruitment and staffing authority were established.

A centralized applicant inventory data system has been designed to assist in the referral of applicants to departments in response to specific requests for personnel. Once computerization is completed, the system will facilitate rapid retrieval and referral of applications received at the Civil Service Commission for entry level secretarial and clerical positions. In addition, the system will be utilized for referral of applicants from affirmative action target groups and applicants seeking temporary employment.

Branch co-ordination of the priority staffing program and the civil service retraining program in cooperation with departments and the Manitoba Government Employees Association continued during 1985/86 with all employees affected by the reductions in the 1985/86 estimates review process being redeployed to alternate employment situations or being supported in efforts to develop new skills to facilitate their redeployment. In total twenty-eight employees have completed or are undergoing retraining for redeployment.

Branch staff were involved in development and implementation of an asessment centre technique for recruitment and selection of six management trainees for the Career Development Program for affirmative action target group members. This process included the participation of departmental supervisors and managers on the selection teams who were themselves members of the target groups. Research is underway to continue the use of the assessment centre technique for other types of positions where potential applicants have limited work experience thus making it difficult to assess skill levels through regular selection procedures.

The branch continued support to departments in the inclusion and interpretation of affirmative action principles into the staffing process. This has included statements of preference for affirmative action target group members in advertising, screening and selection criteria; support to outreach recruitment efforts; referral of target group members; assistance with job redesign, and creation of "bridging" positions. Implementation of voluntary affirmative action declaration in the selection process during 1985/86 resulted in the identification and tracking of 652 applications from declared target group members.

In co-operatioin with the Winnipeg Core Area Training & Employment Agency, the branch concentrated on the placement of the original 72 Core Area candidates during 1985/86. Training and work experience sessions were completed and the majority of candidates were considered "job ready". Twenty-two were appointed to permanent positions and eight to temporary positions in the provincial civil service. Four were appointed to permanent positions in the federal civil service and seven were appointed to permanent positions in the private sector. Twenty-two trainees currently have their applications in the Civil Service Commission inventory system for referral as vacancies occur. The remaining nine have left the program for various reasons (ie. returned to university, dropped out voluntarily, relocated, referred to other Core programs, etc.).

The branch has continued its involvement in the training of departmental staff through a formal staffing program workshop which will be expanded to a formalized training program in staffing for personnel practitioners in government. In addition, Commission staff have continued to be seconded to departmental personnel branches on specific assignments designed to enhance their knowledge and experience in personnel management in government.

The classification program continued to be refined in 1985/86 with emphasis on long term projects. The branch continued to provide service to departments in the job evaluation area including job classification, organizational reviews, and provision of advice with respect to job evaluation and pay administration policies, practices and procedures.

The analysis of the classification system for systemic barriers continued on a co-operative basis with line departments assuming considerable responsibility for the analysis of those class series relating specifically to their own positions. Implementation of the results of this analysis will begin during 1986.

Thirteen series reviews are currently underway including three which will have major impacts on the classification system, six which relate to departmental employees, and four which are essentially updates to reflect the changing government environment. The series reviews continue the development and refinement of the classification system including amalgamation of several series into job family groupings. Work is also underway on the development of new types of job evaluation tools.

The branch developed policies or position papers in the areas of job sharing, recognition of performance in exceptional circumstances, attendance reporting, and interim reclassification.

A workshop in the area of job design and analysis has been developed to assist managers in understanding and applying the classification system, and the branch is planning to develop a formalized training program in classification for personnel practitioners throughout the civil service.

DEVELOPMENT AND TRAINING BRANCH

The purpose of the development and training branch is to increase individual and organizational effectiveness through the provision of the necessary policies, programs and resources required to meet identified training and development needs within the Civil Service.

Through staff functioning as training specialists and resource persons, the branch provides consultation to departments in improving work performance, efficiency, overall effectiveness and job satisfaction. Individual employees, work teams, and cross sectional groups within the organization participate in programs designed to improve knowledge, skills, behavioural patterns, and organizational structure.

The development and training branch accomplishes its mission by assuming a leadership role in addressing service-wide development and training needs in management, occupations that apply across the government, and common needs. It also assumes a support role to departmental resources who provide for training needs specific to a department or occupations unique to a department.

During 1985, the branch continued to focus on individual development through special requests and the regular offerings in the Course Calendar. In order to respond to needs identified in the changing complexity of the service, a number of additional courses were implemented. These included Cross Cultural Training and Dealing with the Native Public. Both of these courses are aimed at dispelling cultural prejudices which are at the root of many discriminatory practises.

During this period, the branch continued its emphasis on meeting training needs in individual departments by adapting and presenting courses to groups within those departments.

Consulting Services

Departmental requests for consulting services by the Development and Training Branch continue to increase and additionally, the branch has been requested to respond to several Crown Corporations and Government Boards. Generally, these demands are for the Development and Training Branch to work in co-operation with departmental personnel in an effort to resolve specific training or organizational matters.

In 1985, assistance was provided to many departments including: Industry, Trade and Technology; Government Services; Agriculture; Culture, Heritage and Recreation; Community Services; Employment Services and Economic Security; Northern Affairs; Manitoba Housing; Labour; Natural Resources; Attorney-General; Energy and Mines; Health, and the Provincial Auditor. Additional assistance was provided to several Crown Corporations and Government Boards including: Manitoba Hydro; Manitoba Public Insurance Corporation; Manitoba Liquor Control Commission; Workers Compensation Board, and the Manitoba Labour Board.

The nature of the service varied and included such work as the design of training programs to meet a particular departmental requirement, the assessment of development and training needs within an organization, team building, the design and implementation of performance appraisal systems, organization diagnosis and the linking of special needs to outside resources. This emphasis on increased consulting services is part of a trend that has been observed in recent years and is expected to continue.

Problem Solving and Decision Making

The development and training branch has established a core of certified trainers to provide this Kepner-Tregoe course. One hundred and eighty-two managers have taken the course in 1985 and more classes are scheduled. The fact that the trainers are drawn from senior management provides a unique opportunity for the participants to draw on expertise, knowledge and experience that is particularly relevant to the service.

Trainer Liaison

The Trainer Resource Group, composed of both departmental and branch trainers provides emphasis on professional development and sharing resources. Branch staff are members in this organization as well as Manitoba Society for Training and Development and the Manitoba Association of Continuing Education. This liaison provides the opportunity to participate in events relating to improvements in adult education on an ongoing basis.

Secondment Program for Course Leaders

The secondment program continues to be a thriving and important part of the Development and Training Branch. The program, started in 1981, utilizes and builds on the wealth of experience and knowledge found within the human resources throughout the Civil Service. In identifying, assessing and developing this human resource the Branch is able to deliver a greater number and variety of programs and serve a larger number of provincial Civil Servants.

This program assists seconded trainers to develop delivery skills as well as expand their experience and knowledge of course content. The seconded trainers' department benefits through utilization of this training resource within the department. During 1985 there were over one hundred civil servants actively participating in the secondment program, including seventeen seconded trainers located in rural Manitoba.

The branch plans to continue encouraging the development of civil servants to enhance both the quantity and quality of internal staff development and training.

Affirmative Action

The branch has completed it's responsibilities for training departmental co-ordinators and departmental committees and has commenced delivery programs directed towards the needs of department management and employees to ensure understanding of the Government's policy in this area. Special needs of departments, as identified by them, are being addressed on an ongoing basis. Presently, the affirmative action training objective involves the planning of programs to develop trainers in each department to perform ongoing affirmative action training.

Workplace, Safety and Health

The branch undertook a lead role in providing training to workplace safety and health committees and has trained co-ordinators in all departments. A STEP student was employed in 1985 to prepare brochures for committee members and supervisors to assist them in understanding their responsibilities. Further training needs in rural areas is currently being assessed.

Course Calendar Orientation

One aspect of the increased thrust for branch department interaction regarding training was a course calendar orientation day held in September. The purpose was to acquaint departmental personnel managers with the content, format and objectives of each course listed in the course calendar to assists departments in their selection and support of candidates in order to meet their training needs.

Funding Special Courses

Departments often have training needs which cannot be met with existing branch resources. In these instances, the branch acts as a co-ordinator to match needs with outside consultants and acts as broker to ensure needs are met. A chargeback procedure has been developed in order to recover costs from participating departments. In this way, training costs are minimized by having consultants/trainers present to groups of civil servants instead of sending staff to out of province training sessions.

Career Development Program

This program was developed in conjunction with staff in other branches of the commission. As a pilot program its objective was to select civil servants from affirmative action target groups as management trainees and provide a highly intensive training period. The program drew upon the resources of many individuals in the civil service and wherever possible role models from affirmative action target groups were involved. An intensive selection process which included screening, team interviews, review of previous work performance, and an assessment centre was undertaken. The assessment centre was designed on the basis of dimensions regarded as essential to performing administrative and management roles. This process resulted in six candidates being chosen for the program.

Following a one month training period consisting of seminars, the candidates were placed on a two year work experience program involving rotational arrangements in both central agencies and departments. During this period support will be provided to departments to address any concerns and to ensure that placements are conducted according to established plans and to trainees to facilitate their plans for self-development during this period and provide guidance if any problems occur.

PERSONNEL INFORMATION MANAGEMENT

The Personnel Information Management Branch is responsible for the development, management and confidentiality of personnel management information within the civil service. In carrying out its responsibilities the branch serves the interests and needs of departmental management, Civil Service Commission programs, Treasury Board and Cabinet. This mission is accomplished through the development and administration of an effective complement of policies, procedures and systems in co-operation with client managers and their staff. In addition to its external mandate, the branch is responsible for providing information support services to the department including systems consulting and development, records management and operations management.

The branch focuses on an image of service and responsiveness and adopts a leadership role in upgrading and improving its services and in introducing new technology into the department to improve overall productivity. Success in the attainment of its goals is indicated by the acceptance, use and support of its services by client groups and by the excellence, professionalism and cost effectiveness of its products and services.

Systems Development and Operation

In addition to regular personnel systems maintenance, fiscal year end processing and agreement implementation, the systems group has been focusing on a number of initiatives approved last year. A major development project was commenced in January, 1985 to improve department access to personnel information and to ensure data integrity. The project, scheduled for completion in 1986, upgrades existing employee information by adding data on declared affirmative action target group membership. After project completion, follow up action will focus on providing direct access to government departments and ensuring information quality and timeliness.

As required by the 1984-87 Government Employees Master Agreement a new set of processes were established for calculating, verifying and reporting seniority service for M.G.E.A. members. Seniority service lists for 1984 as well as programs for ongoing production of the lists have been completed.

In 1985/86 effort has continued to upgrade personnel information processing procedures and training for government departments. During 1986 a substantial new release of the operating manual is planned along with additional joint training programs with the Department of Finance staff.

Office Automation

During 1985 an office automation program was developed to improve the productivity of personnel information processing activities and to study first hand the effects of computer technology in the workplace. A technical strategy was developed and approved by department management and the Department of Finance, establishing a microcomputer network for use initially by Commission staff. The initial focus is on local records management, decision support and word processing.

In addition, pilot projects have been established to develop and test networked information systems. Two such systems are in test mode currently. The first is an information management system for Long Term Disability Insurance records. The second is a costing and reporting data base for the Pay Equity program. A third system, currently under development, is an information retrieval program for an inventory of selected employment applicants. This program will provide the basis for expanding the use of applicant inventories for special recruitment and selection situations.

The personnel information network within the Commission has expanded to nine workstations with over 25 active users. Branch staff responsibilities have been expanded to provide technical support services, system administration, user training and communication, and system management. Input has been received from both the Provincial Auditor and the Department of Finance to establish the environmental, organizational and policy changes necessary to effective operation of the network. An interim report of project findings and experience has been prepared to guide future efforts, assist other government departments in network planning, and provide input to central policy making.

Personnel Records and Benefits Administration

The operations side of the branch provides services required for the daily operation of the province's personnel system, maintenance of a central set of personnel records, administration of the various benefit plans established by the Labour Relations Division and the provision of certain ongoing information services.

Emphasis has been placed on improving both the quality and turn-around time of all personnel actions processed. To this end an overall action plan has been developed to address procedural, training, systems and staffing concerns. The implementation of this plan will receive priority attention in 1986/87. In addition, special projects were established to re-organize the central job description files and to develop new procedures for processing competition records and statistics.

The branch as a whole has continued its commitment to providing work experience opportunities by supporting the following programs:

- Work Experience and Placement Program of the Department of Employment Services and Economic Security,
- High School Work Experience Program,
- Student Employment Program (S.T.E.P.) of the Department of Employment Services and Economic Security.

This effort has proven successful for the participants involved, providing marketable job skills and references, employment contacts and placements in both the public and private sectors.

Finance and Administration Branch

The Finance and Administration Branch is responsible for providing a comprehensive and professional level of internal support services (including finance, personnel, administration, accounting and financial reporting systems, and communications/public relations) common to and required by all Branches of the Civil Service Commission.

Financial, Personnel and Administration Services

This function provides support services to Civil Service Commission management in the areas of budget preparation, expenditure control, financial reporting systems, internal personnel administration and other administrative support services. Staff support and advice is also provided to the Executive Committee.

During 1985 departmental affirmative action plans were established and a performance management system was introduced. Plans for 1986 include a review of all internal accounting procedures and a review of internal management reporting systems.

Communications/Public Relations

This function continued to provide staff support and advice to the Executive Committee and branch managers in the communications and public relations efforts of the Civil Service Commission. Quarterly issues of the employee newspaper Inside/Outlook were published and distributed to the homes of over 16,000 employees. In addition to the regular features of long service and retirement recognition, development and training course calendar, and profiles on senior management appointments, feature articles included:

- o Employee Assistance Program Update
- o Affirmative Action features
- o Pay Equity
- o Pay and Benefits
- o Buffalo Credit Union Membership Offer

Plans for 1986 will continue to feature articles on Affirmative Action and Pay Equity.

EMPLOYEE ASSISTANCE PROGRAM

The purpose of the Joint Union-Management Employee Assistance Program is to provide assistance to individuals employed by the Government of Manitoba who are experiencing personal, emotional and/or health related problems. Assistance comes in the form of assessing the nature of the problem(s) presented and making the appropriate referral to a community resource to help with their resolution. Program staff perform their functions in consultation with client employees and when necessary with departmental management and the various employee associations. The Employee Assistance Program is based on the philosophy that health and satisfaction with employment are significant factors which impact on the performance of job responsibilities, attendance, behaviour, staff morale and labour relations within an employee population.

The year 1985/86, like the year 1984, can be characterized as a year of continuing change for the Employee Assistance Program. The Joint Council Employee Assistance Program Advisory Committee has continued to meet regularly to set policy direction and move toward completion of all program changes.

The most noteable change in 1985/86 occured on December 3rd, 1985 when the Program moved to its new location in the Western Canada Lottery Corporation building, 540-125 Garry Street. We extend our appreciation to the Manitoba Government Employees Association for their financial support with this endeavour.

Other significant Program changes as reflected in last years report have now been implemented:

- the new policy and procedural statement is in place.
- all referrals to the Program are voluntary and are being classified as either self referrals or informal referrals.
- Follow-up is now taking place directly with client employees in a confidential manner.

The Employee Assistance Program Workshop aimed at managers, supervisors, union personnel and the one hour information seminar aimed at the general employee population is now well underway, having started late in 1985. The purpose of the two (2) sessions is to heighten awareness around how the program works, what services it offers, and how personal, emotional and/or health problems are a part of everyday living and can be successfully resolved if dealt with in a climate of co-operation and support.

The Program's main objectives for 1986/87 are:

- reaching as many government employees as possible with information on the Program.
- expand the role of providing health awareness kinds of training programs.
- establish a network of referral agents throughout the Province so that the Program may effectively reach rural employees.

"Operation Kick-It", the smoking cessation program, continues to be very popular with government employees wishing to stop smoking. It has been successfully offered in 1985/86 and will again be offered in 1986/87. As well, the Employee Assistance Program has added two (2) more programs to our health awareness package; Stress: Self-Management and Beyond which has been offered seven (7) times during this past fiscal year, and the Hypertension Screening Program which was piloted twice in March 1986 and will be offered along with all of the other programs throughout 1986/87.

EMPLOYEE ASSISTANCE PROGRAM

	1985 Jan-Dec	1985/86 Fiscal Year
A. TOTAL REFERRALS:		
Males	59	61
Females	45	53
TOTAL	104	114
B. STATUS AT YEAR END:		
Working and Okay	57	42
Early Retirement	2	1
Dismissal	1	1
Resignation	3	2
Non-Completion of Treatment	1	1
Other	2	2
Current Cases	38	65
TOTAL	104	114
C. TYPES OF HEALTH PROBLEMS REFERRED:		
Addiction (Alcohol and/or Drugs)	22	25
Psychological/Emotional	22	22
Medical/Physical	11	11
Social/Behavioural	3	2
Marital	9	15
Familial	9	7
Financial	1	1
Legal	1	1
Job Stress/Dissatisfaction	24	26
Other	2	4
TOTAL	104	114

LABOUR RELATIONS DIVISION

Negotiation Services Branch

The Negotiation Services Branch represents the government in all labour relations activities with its employees. These activities include the negotiation, implementation, administration and interpretation of collective agreements between the government and its various bargaining units. The Branch also provides on request consultative labour relations services to a number of crown corporations, boards and agencies.

Civil Service Negotiations

Negotiations with the Manitoba Government Employees' Association (MGEA) respecting a renewal of the Government Employees' Master Agreement (GEMA) and nine (9) component subagreements were concluded in March 1985.

The agreement, which is for three (3) years, expires on September 25, 1987. It provides for:

- No general pay adjustment in the first year.
- A 3% pay adjustment in the second year.
- A cost-of-living formula (COLA) based on the Winnipeg Consumer Price Index (CPI) will determine the pay adjustment in Year 3.
- Employment security was provided through the inclusion of a provision protecting regular employees from lay-off during the life of the agreement.
- A revised lay-off procedure was introduced which provides increased emphasis on seniority in lay-off decisions.
- Formal recognition of employee seniority has now been included in the agreement.
- Significant improvements in vacation benefits were provided for all employees including the provision of a "bonus" week of vacation in 1985-86.
- Another major change involved the introduction of a weekend premium of thirty-five cents (35c) per hour for work on a Saturday or Sunday.

Professional Agreements

During 1985 collective agreements were concluded with four bargaining units representing professional employees in the civil service; the Manitoba Medical Association (MMA) representing government employed physicians, the Organization of Professional Employees Employed by the Province of Manitoba (OPEEPM), the Manitoba Association of Crown Attorneys (MACA) and the Legal Aid Lawyers Association (LALA).

Crown Corporations, Boards, Agencies and Commissions

In 1985 first collective agreements were negotiated for newly created bargaining units at ARM Industries (MGEA) and Children's Home (The Pas), (Service Employees International Union SEIU).

Contracts were also negotiated with various Housing Authorities (The Pas, Winnipeg Regional (2), City of Winnipeg, Selkirk, Brandon and Churchill), the Agricultural Credit Corporation, the Manitoba Crop Insurance Corporation and the Alcoholism Foundation of Manitoba.

At the end of 1985/86 negotiations were continuing respecting collective agreements for bargaining units at Main Street Project, Committee on Spousal Abuse, Child and Family Services Agencies (5), Pathways Group Home and Dauphin Housing Authority.

Contract Administration

The Branch continued its function of the administration of the collective agreements which it negotiates. This involves implementing the agreements and providing contract interpretations and administrative directives to departments and crown corporations, boards and agencies. The Branch also provides consultative services to management regarding proposed management actions which impact individual employees or the bargaining unit and recommends the most effective manner in which such action should proceed.

The Branch conducts a variety of educational programs for management. The objective of these programs is to familiarize managers with their rights and

obligations under the collective agreement to enable them to deliver government programs in the most efficient and effective manner.

In addition, the Branch maintained its responsibility for the administration of the grievance-arbitration process. This involves determining the final disposition of each grievance not resolved during the grievance procedure and representing the government on any grievance adjudicated by an arbitration board.

The Branch provided support services on public sector compensation issues to the Compensation Sub-Committee of Cabinet.

The Branch also participated in a wide variety of labour-management consultative processes with various bargaining units. This included working with a number of labour-management committees.

Compensation Services Branch

Compensation Services Branch co-ordinates benefit policy development and implementation for the civil service in addition to providing research and analytical support for the collective bargaining process. The Branch represents the interests of the government, as an employer, on matters relating to pensions and group insurance for 25,000 members of the Civil Service Superannuation Fund. In addition it represents the government and the Department of Education on matters concerning pensions for 12,000 teachers.

Pension Improvements

In 1985 several amendments were made to The Teachers' Pension Act after lengthy discussions with the Manitoba Teachers' Society. Most amendments brought that Act into compliance with the new Pension Benefits Act. In addition, the reduction to pensions applicable to teachers retiring between the ages of 55 to 60 was eliminated. The Society agreed to have the Teachers' Retirement Allowances Fund reimburse the government for its costs of this improvement for the first five years as well as agreeing to eliminate a long standing government investment guarantee.

Discussions are continuing with the Employees' Liaison Committee concerning possible benefit improvements for members of the Civil Service Superannuation Fund.

BENEFIT IMPROVEMENTS

Deferred Salary Leave Plan

Approval from Revenue Canada was secured to allow for implementation of a Deferred Salary Leave Plan (DSLP). The plan is applicable to two components of the Manitoba Government Employees' Association (Education, Social Sciences) and to excluded managers and executives. Under the plan, employees can defer a percentage of their wages into a trust account to be paid out during a six to 12 month leave of absence to be taken up to 10 years in the future. Individual applications must be approved by the employing authority and the number of employees on the plan at any one time is restricted. Funds are managed by the Buffalo Credit Union under the direction of a joint employer/employee board of directors.

Long Term Disability Income Protection

Over 100 employees who would otherwise have had periods of income interruption have utilized the plan since its inception in April 1984. About 35 employees are currently receiving plan benefits. Changes were made to the plan in the past year which improved coverage for those employees disabled with mental and nervous disorders. The LTD Plan is self-insured by the government with Great-West Life Assurance Company providing benefit administration.

Compensation Support

Staff of the Branch carry out support services for Pay Equity implementation, collective bargaining and benefit information. Information is exchanged with a number of local employers and employer organizations as well as with employer representatives from the federal and provincial governments.

COMPETITIONS BY DEPARTMENT	1985	1985-1986
AGRICULTURE	23	18
ATTORNEY-GENERAL	55	62
BUSINESS DEVELOPMENT & TOURISM	4	11
CIVIL SERVICE COMMISSION	5	5
COMMUNITY SERVICES	85	118
CONSUMER & CORPORATE AFFAIRS	7	9
CO-OPERATIVE DEVELOPMENT	1	2
CROWN INVESTMENTS	1	1
CULTURE, HERITAGE & RECREATION	22	23
EDUCATION	62	69
EMPLOYMENT SERVICES & ECONOMIC SECURITY	24	33
ENERGY & MINES	6	11
ENVIRONMENT & WORKPLACE SAFETY & HEALTH	18	20
EXECUTIVE COUNCIL	2	1
FINANCE	20	20
GOVERNMENT SERVICES	61	64
HEALTH	116	142
HIGHWAYS & TRANSPORATION	44	62
HOUSING	11	9
INDUSTRY, TRADE & TECHNOLOGY	2	7
LABOUR	18	24
LEGISLATION	18	10
MUNICIPAL AFFAIRS	20	21
NATURAL RESOURCES	26	28
NORTHERN AFFAIRS	17	16
URBAN AFFAIRS	4	5
TOTAL	672	791

COMPARATIVE TOTAL COMPETITIONS

1981	1982	1983	1984	1985
947	908	437	641	672

COMPETITIONS 1985

o Total Number of Applicants

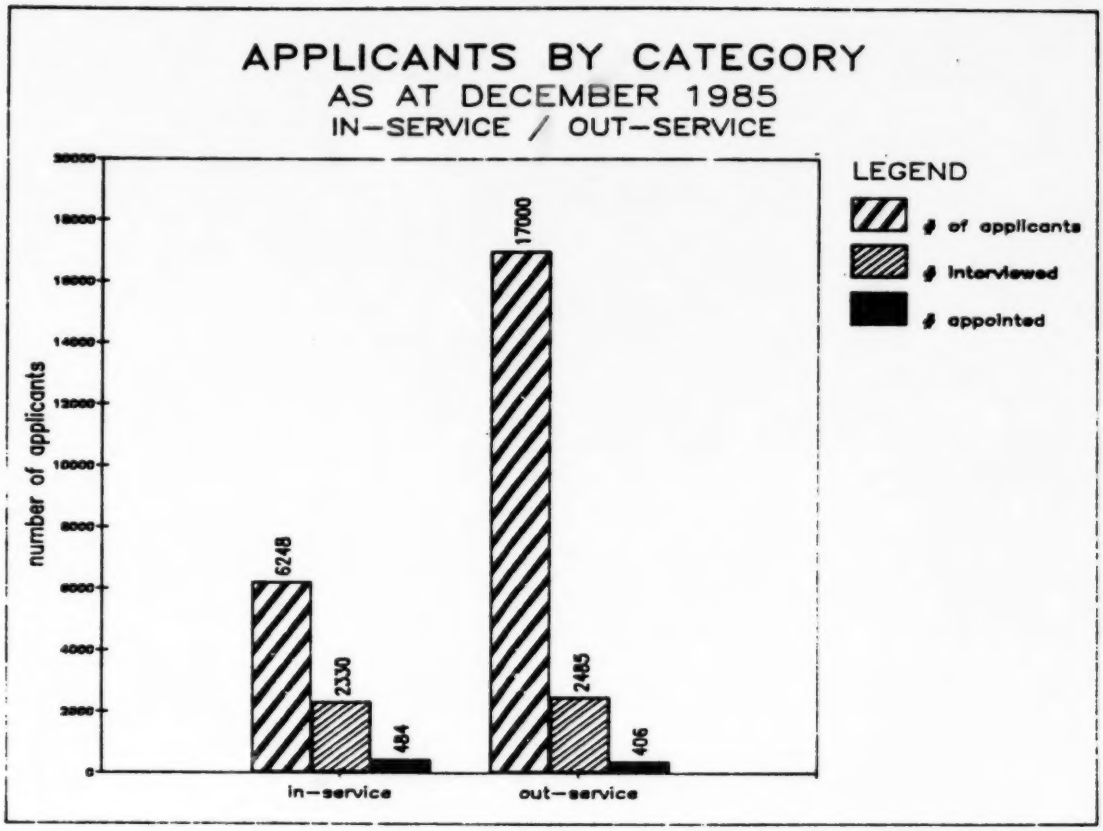
MALE	FEMALE	IN-SERVICE	OUT-SERVICE
12,254	10,994	6,248	17,000

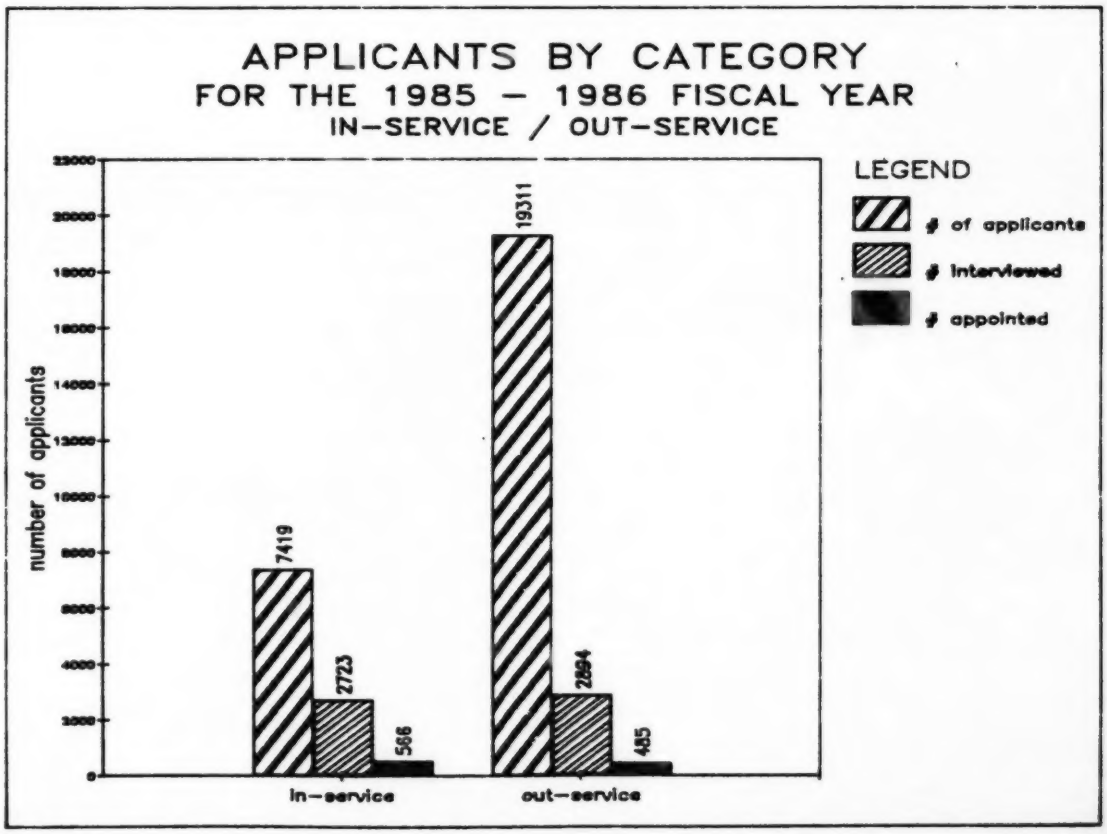
o Total Number of Applicants Interviewed

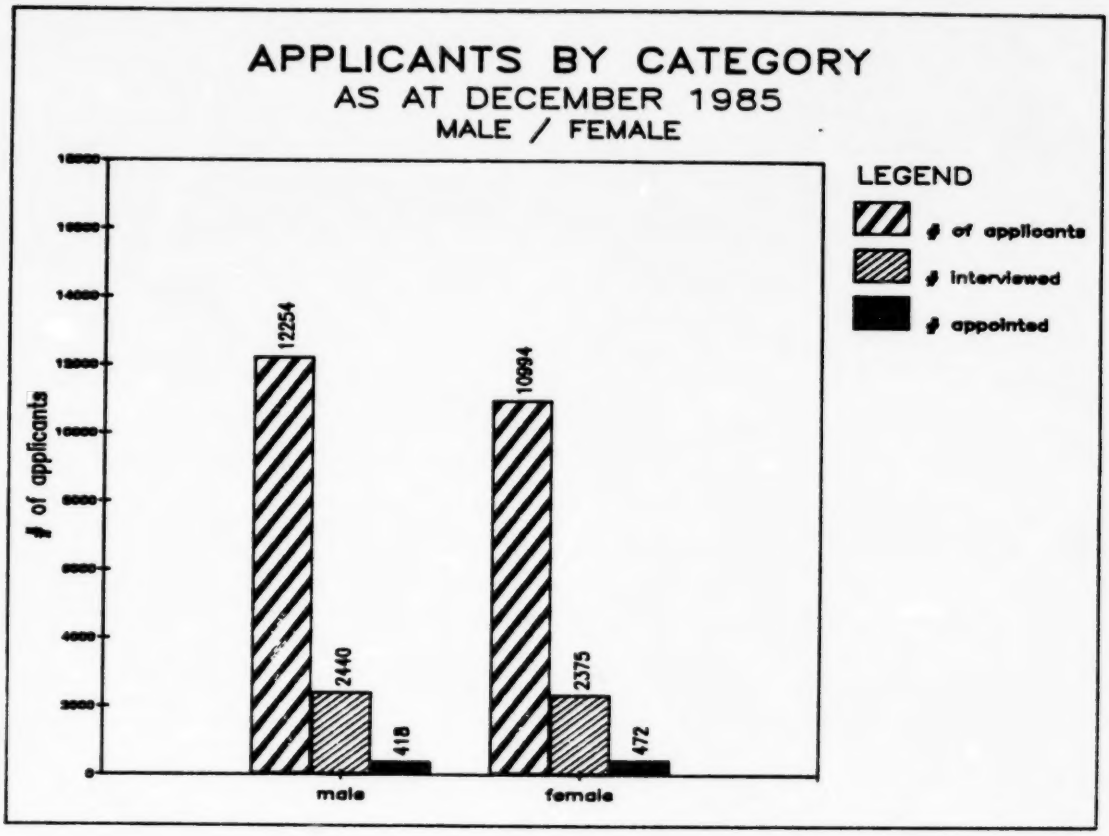
MALE	FEMALE	IN-SERVICE	OUT-SERVICE
2,440	2,375	2,330	2,485

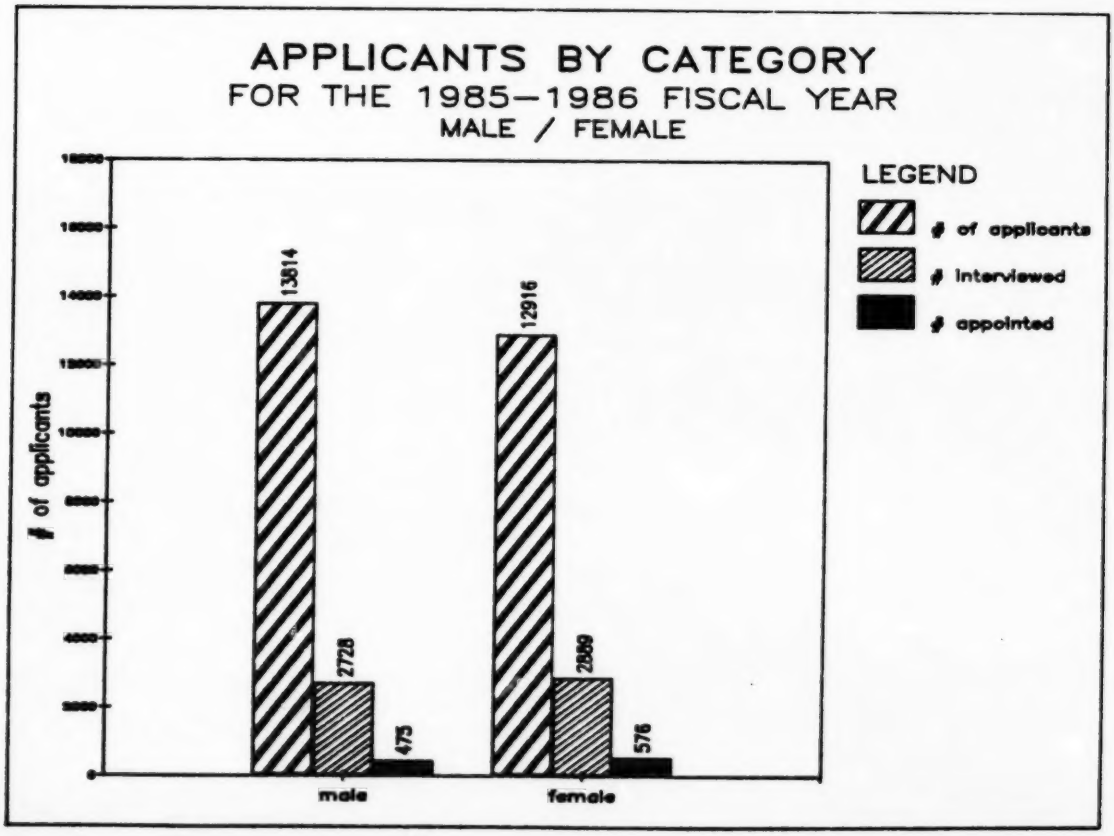
o Total Number of Applicants Appointed

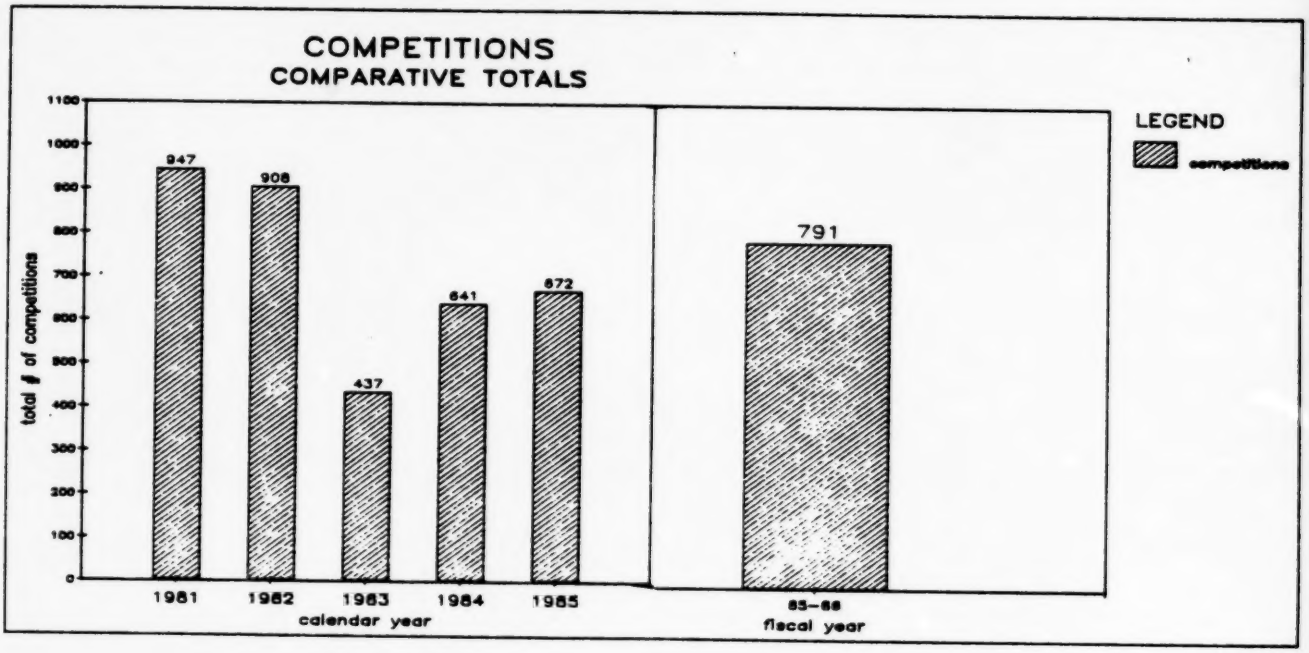
MALE	FEMALE	IN-SERVICE	OUT-SERVICE
418	472	484	406

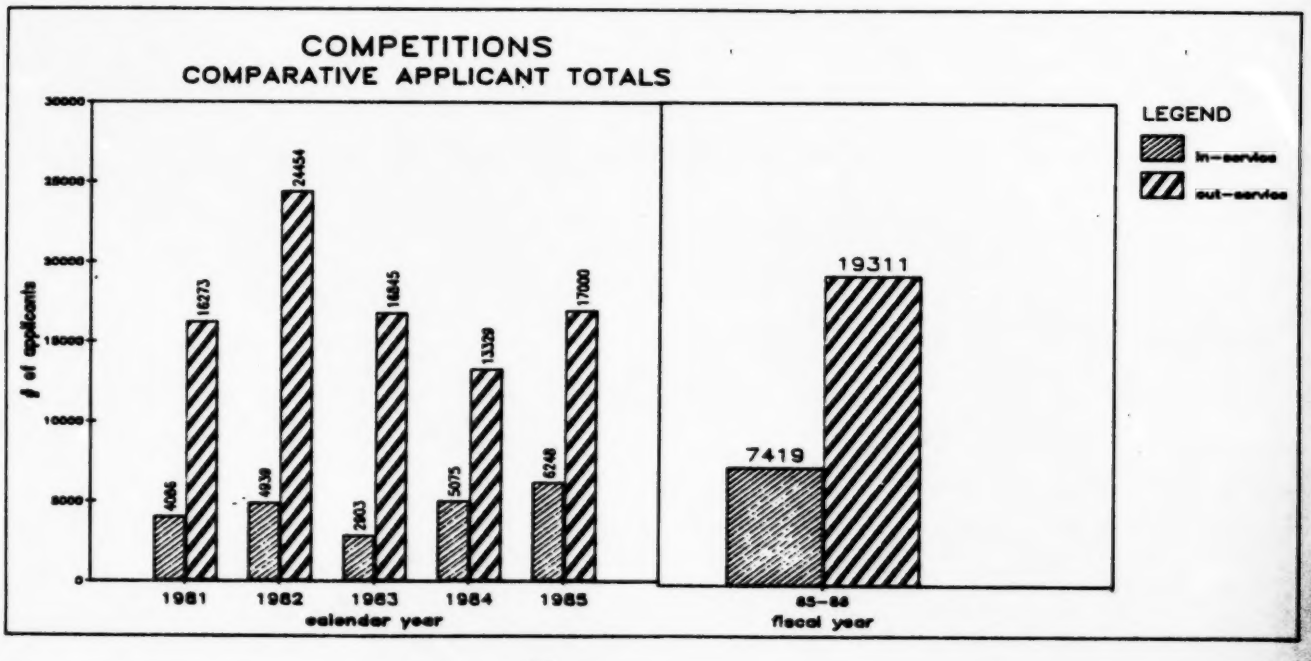

APPLICANTS BY CATEGORY
AS AT DECEMBER 1985
IN-SERVICE / OUT-SERVICE
number of applicants
LEGEND
# of applicants
interviewed
appointed
6248
2330
484
17000
2485
406
in-service
out-service


APPLICANTS BY CATEGORY
FOR THE 1985 - 1986 FISCAL YEAR
IN-SERVICE / OUT-SERVICE
number of applicants
LEGEND
# of applicants
interviewed
appointed
7419
2723
566
19311
2894
485
in-service
out-service


APPLICANTS BY CATEGORY
AS AT DECEMBER 1985
MALE / FEMALE
# of applicants
12254
2440
418
10994
2375
472
male
female
LEGEND
# of applicants
interviewed
appointed


APPLICANTS BY CATEGORY
FOR THE 1985—1986 FISCAL YEAR
MALE / FEMALE
# of applicants
13814
2728
475
12916
2869
576
male
female
LEGEND
# of applicants
interviewed
appointed


COMPETITIONS
COMPARATIVE TOTALS
total # of competitions
1100
1000
900
800
700
600
500
400
300
200
100
0
947
908
437
641
672
791
1981
1982
1983
1984
1985
calendar year
85-86
fiscal year
LEGEND
competitions


COMPETITIONS
COMPARATIVE APPLICANT TOTALS
# of applicants
30000
25000
20000
15000
10000
5000
0
4045
16273
4938
24454
2603
16845
5075
13329
6248
17000
7419
19311
1981
1982
1983
1984
1985
calendar year
85-86
fiscal year
LEGEND
in-service
out-service

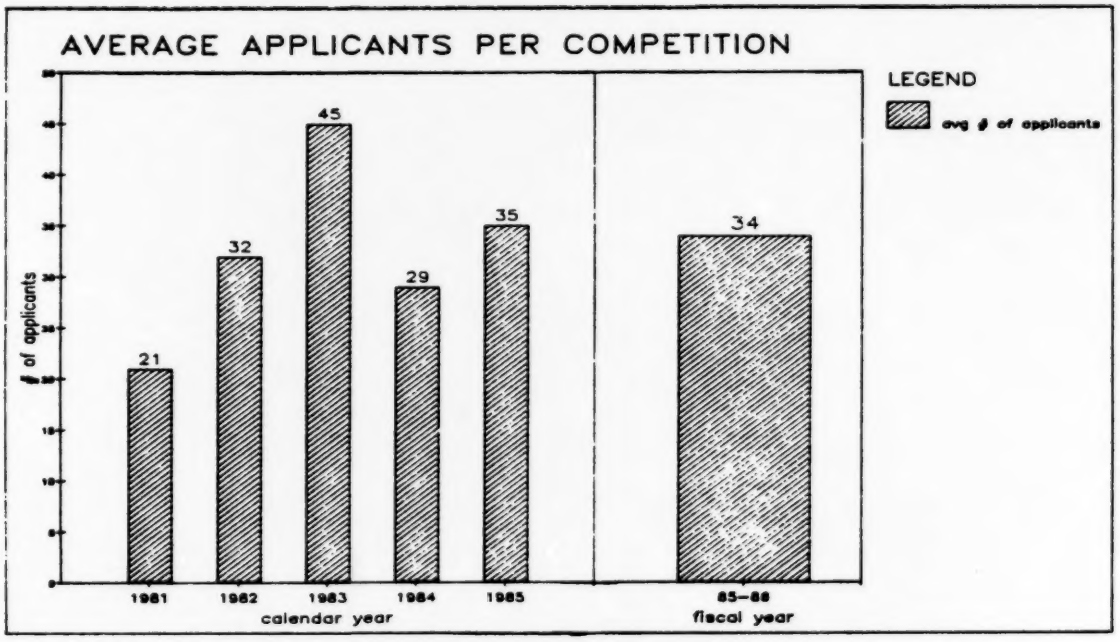

AVERAGE APPLICANTS PER COMPETITION
LEGEND
avg # of applicants
# of applicants
21
32
45
29
35
34
1981
1982
1983
1984
1985
85-86
calendar year
fiscal year

TABLE 1

EMPLOYMENT STATISTICS
Total Number of Civil Service Employees
At Year End - 1985

DEPARTMENT	Dec. 1981	Dec. 1982	Dec. 1983	Dec. 1984	Dec. 1985
Agriculture	558	543	521	521	514
Attorney-General	826	845	862	872	915
Business Development & Tourism	-	-	-	108	103
Civil Service Commission	62	69	68	67	72
Community Services					
oNon-institutional	1282	789	458	678	555
oManitoba Development Centre	352	318	297	709	710
oCorrectional Institutions	421	439	408	599	775
Consumer & Corporate Affairs	327	152	96	96	98
Co-operative Development	35	30	38	38	36
Crown Investments	-	3	6	7	6
Culture, Heritage & Recreation	135	159	284	289	393
Education					
oNon-institutional	503	557	565	597	515
oCommunity Colleges	1018	996	972	992	1145
Economic Development & Tourism	209	205	215	-	-
Employment Services & Economic Security	-	-	456	518	558
Energy & Mines	162	168	178	195	199
Environment & Workplace Safety & Health	-	-	259	263	267
Executive Council	29	61	58	66	43
Finance	307	341	362	367	385
Fitness, Recreation & Sport	60	66	-	-	-
Government Services	1120	1183	1018	1155	1194
Health					
oNon-institutional	918	1442	1437	1610	1637
oMental Health Care	837	814	796	1078	1079
Highways & Transportation	1105	1133	1103	1113	1138
Housing	-	4	71	232	234
Industry, Trade & Technology	-	-	-	115	135
Labour	381	365	217	227	220
Legislation	76	80	80	83	91
Manitoba Housing & Renewal Corporation	109	152	159	-	-
Municipal Affairs	272	288	288	283	286
Natural Resources	1067	1099	1079	1059	1070
Northern Affairs	104	377	108	113	116
Urban Affairs	3	16	16	20	19
	12278*	12694*	12475*	14070**	14508

* This figure includes all Civil Servants and Term employees paid on a regular basis Does not include Departmental (Time Certificate or Casual), Contract, Shift, Sessional, Hourly or As, If, when employees.

** This figure includes Shift and Hourly paid Civil Servants and Term employees paid on a regular basis. The increase in the Civil Servant and Term employees is reflected in the decrease in the category of Other Employees shown in Table 2.

TABLE 1 (a)

EMPLOYMENT STATISTICS
Total Number of Civil Service Employees
At Fiscal Year End - 1985-1986

DEPARTMENT	MARCH 1985	MARCH 1986
Agriculture	508	515
Attorney-General	872	920
Business Development & Tourism	107	113
Civil Service Commission	69	84
Community Services		
• Non-institutional	672	573
• Manitoba Developmental Centre	712	725
• Correctional Institutions	589	793
Consumer & Corporate Affairs	92	102
Cooperative Development	37	37
Crown Investments	7	7
Culture, Heritage & Recreation	285	407
Education		
• Non-institutional	604	692
• Community Colleges	1005	993
Employment Services & Economic Security	536	581
Energy & Mines	197	197
Environment & Workplace Safety & Health	264	278
Executive Council	63	41
Finance	362	380
Government Services	1142	1214
Health		
• Non-institutional	1623	1676
• Mental Health Care	1085	1074
Highways & Transportation	1107	1134
Housing	224	238
Industry, Trade & Technology	129	141
Labour	225	224
Legislation	85	93
Municipal Affairs	279	284
Natural Resources	1059	1057
Northern Affairs	109	112
Urban Affairs	21	16
	14069	14701

NOTE: These figures include all shift and hourly Civil Servants and Term employees paid on a regular basis. Does not include Departmental (Time Certificate or Casual), Contract and Sessional.

TABLE 1
EMPLOYMENT STATISTICS
Total Number of Civil Service Employees

DEPARTMENT	Civil Servants in Established Jobs Dec. 1984	Dec. 1985
Agriculture	506	498
Attorney-General	832	854
Business Development & Tourism	84	85
Civil Service Commission	63	71
Community Services		
• Non-institutional	626	513
• Manitoba Developmental Centre	669	608
• Correctional Institutions	560	706
Consumer & Corporate Affairs	92	95
Cooperative Development	37	36
Crown Investments	5	6
Culture, Heritage & Recreation	257	348
Education		
• Non-institutional	520	482
• Community Colleges	836	908
Employment Services & Economic Security	418	423
Energy & Mines	160	164
Environment & Workplace Safety & Health	251	252
Executive Council	56	38
Finance	358	361
Government Services	1,095	1,110
Health		
• Non-institutional	1,471	1,483
• Mental Health Care	1,043	1,022
Highways & Transportation	1,069	1,074
Housing	181	204
Industry, Trade & Technology	97	96
Labour	214	209
Legislation	80	86
Municipal Affairs	281	283
Natural Resources	1,013	1,007
Northern Affairs	104	106
Urban Affairs	17	16
	12,995	13,144

TABLE 1

EMPLOYMENT STATISTICS
Total Number of Civil Service Employees
At Fiscal Year End - 1985-1986

DEPARTMENT	CIVIL SERVANTS IN ESTABLISHED JOBS MARCH, 1986
Agriculture	501
Attorney-General	863
Business Development & Tourism	87
Civil Service Commission	81
Community Services	
• Non-institutional	530
• Manitoba Developmental Centre	604
• Correctional Institutions	709
Consumer & Corporate Affairs	92
Cooperative Development	36
Crown Investments	6
Culture, Heritage & Recreation	360
Education	
• Non-institutional	584
• Community Colleges	839
Employment Services & Economic Security	431
Energy & Mines	167
Environment & Workplace Safety & Health	260
Executive Council	38
Finance	357
Government Services	1126
Health	
• Non-institutional	1490
• Mental Health Care	1019
Highways & Transportation	1079
Housing	206
Industry, Trade & Technology	99
Labour	210
Legislation	90
Municipal Affairs	282
Natural Resources	1003
Northern Affairs	107
Urban Affairs	16
	13272

TABLE 2

COMPARATIVE EMPLOYMENT STATISTICS

All Departments	DEC. 1981	DEC. 1982	DEC. 1983	DEC. 1984	DEC. 1985
Contract Employment	111	96	80	128	10-
Other Employees*	3881	3983	3939	2861**	279-

*Comparative employment for Other employees paid on a time worked basis. This includes Departmental, Casual, Sessional and As, if, when employees.

**This figure has been changed to reflect revisions to the payroll system. Term employees who work on a regular basis are now reflected in Table 1.

TABLE 2 (a)

COMPARATIVE EMPLOYMENT STATISTICS

All Departments	MARCH 1985	MARCH 1986
Contract Employment	143	96
Other Employees*	3022	3011

*Comparative employment for other employees paid on a time worked basis. This includes Departmental, Casual, Sessional and As, if, when employees.

TABLE 3

COMPARATIVE EMPLOYMENT FOR ALL EMPLOYEES AT YEAR END - 1985

DEPARTMENT	DEC 1981	DEC 1982	DEC 1983	DEC 1984	DEC 1985	NOTES
Agriculture	671	608	586	572	569	
Attorney-General	887	924	904	928	983	1
Business Development & Tourism	-	-	-	108	104	
Civil Service Commission	62	69	68	69	73	2
Community Services						3
• Non-institutional	1449	934	585	792	618	
• Manitoba Developmental Centre	754	756	733	742	746	
• Correctional Institutions	884	901	869	716	964	
Consumer & Corporate Affairs	328	152	96	96	98	4
Cooperative Development	35	30	40	39	38	
Crown Investments	-	3	6	7	7	
Culture, Heritage & Recreation	139	166	288	295	402	5, 7
Education						
• Non-institutional	983	1015	1016	846	703	
• Community Colleges	1028	1008	989	1209	1390	
Economic Development & Tourism	210	205	223	-	-	
Employment Services & Economic Security	-	-	512	610	622	6
Energy & Mines	162	169	179	195	201	
Environment & Workplace Safety & Health	-	-	263	266	278	
Executive Council	29	61	58	67	45	7
Finance	309	343	368	376	394	8
Fitness, Recreation & Sport	60	69	-	-	-	
Government Services	1143	1212	1140	1178	1217	
Health						9, 5
• Non-institutional	956	1557	1535	1691	1730	
• Mental Health Care	1171	1175	1121	1155	1158	
Highways & Transportation	2447	2481	2375	2390	2444	
Housing	-	4	71	238	238	
Industry, Trade & Technology	-	-	-	118	137	10
Labour	466	429	218	227	220	
Legislation	98	117	116	111	122	11
Manitoba Housing & Renewal Corporation	145	189	200	-	-	
Municipal Affairs	272	288	288	283	287	
Natural Resources	1450	1484	1496	1580	1481	
Northern Affairs	129	408	134	134	118	
Urban Affairs	3	16	17	21	19	
	16270	16773	16494	17059	17406	

TABLE 3

COMPARATIVE EMPLOYMENT FOR ALL EMPLOYEES AT YEAR END - 1985-1986

DEPARTMENT	MARCH 1985	MARCH 1986	NOTES
Agriculture	585	611	
Attorney-General	928	993	1
Business Development & Tourism	108	115	
Civil Service Commission	69	87	2
Community Services			3
• Non-institutional	789	676	
• Manitoba Developmental Centre	752	759	
• Correctional Institutions	712	977	
Consumer & Corporate Affairs	92	102	4
Cooperative Development	37	38	
Crown Investments	7	9	
Culture, Heritage & Recreation	292	415	5, 7
Education			
• Non-institutional	978	1007	
• Community Colleges	1344	1263	
Employment Services & Economic Security	617	644	6
Energy & Mines	198	198	
Environment & Workplace Safety & Health	274	287	
Executive Council	64	42	7
Finance	370	389	8
Government Services	1174	1258	
Health			9,5
• Non-institutional	1692	1785	
• Mental Health Care	1160	1157	
Highways & Transportation	2373	2394	
Housing	241	246	
Industry, Trade & Technology	132	142	10
Labour	225	224	
Legislation	114	137	11
Municipal Affairs	279	285	
Natural Resources	1489	1440	
Northern Affairs	117	112	
Urban Affairs	22	16	
	17234	17808	

TABLE 3 (a)

COMPARATIVE EMPLOYMENT FOR ALL EMPLOYEES AT YEAR END - 1985-1986

DEPARTMENT	MARCH 1985	MARCH 1986	NOTES
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Urban Affairs	22	16	
	17234	17808	

NOTES:

1. The increase in the Department of the Attorney-General is due to an increase of translation service in the Legislative Counsel Branch and the establishment of the Unified Library Resource Program in the Court Service Division.

2. The increase of employment in the Civil Service Commission is due to the establishment of a Career Development program.

3. The Department of Community Services employment reflects increases in temporary employment support in the Corrections Branch and the Manitoba Development Centre and additional support for the Child and Family Services programs.

4. The Department of Consumer & Corporate Affairs increased part-time temporary employment in most program areas.

5. The increase in the Department of Culture, Heritage & Recreation reflects the transfer of the Manitoba Lotteries Commission from the Department of Health as well as increased program support for Historic Resources.

6. The increase in the Department of Employment Services & Economic Security is due to fluctuations in casual employment.

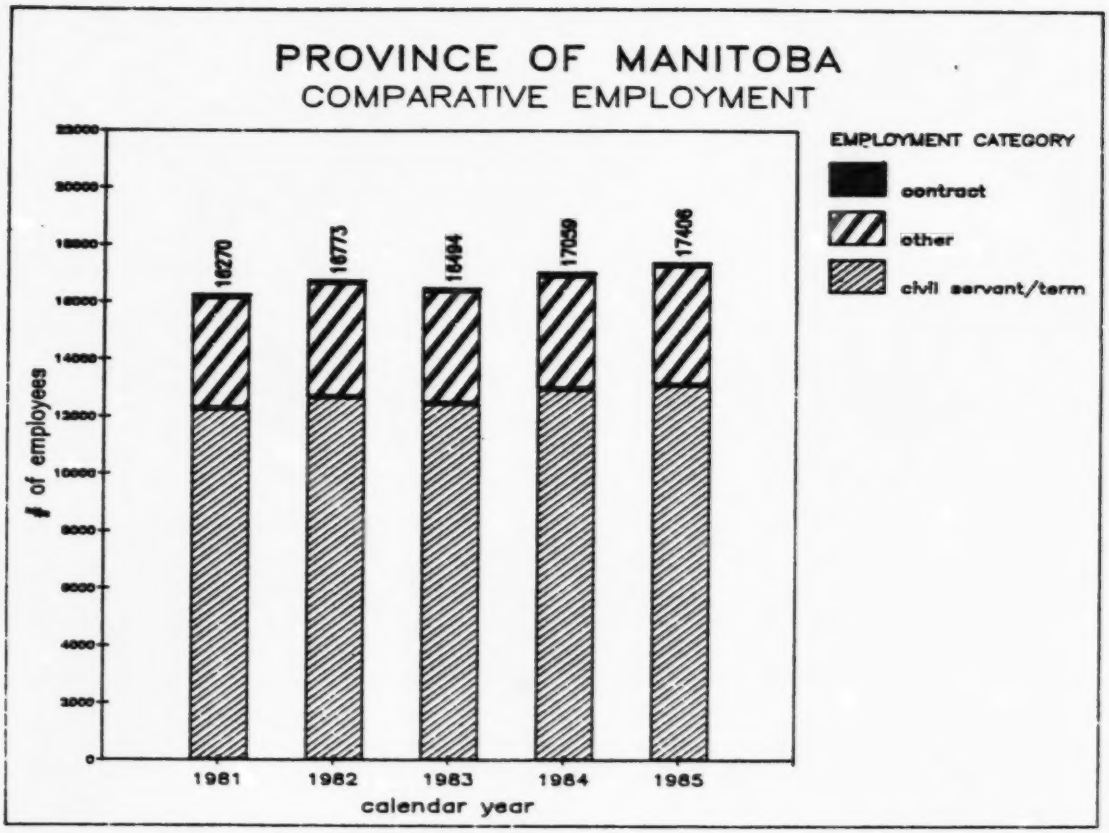
7. The decrease of employment in the Executive Council is due to the transfer of Citzens Inquiry Information Services and Advertising Audit to the Department of Culture, Heritage & Recreation.

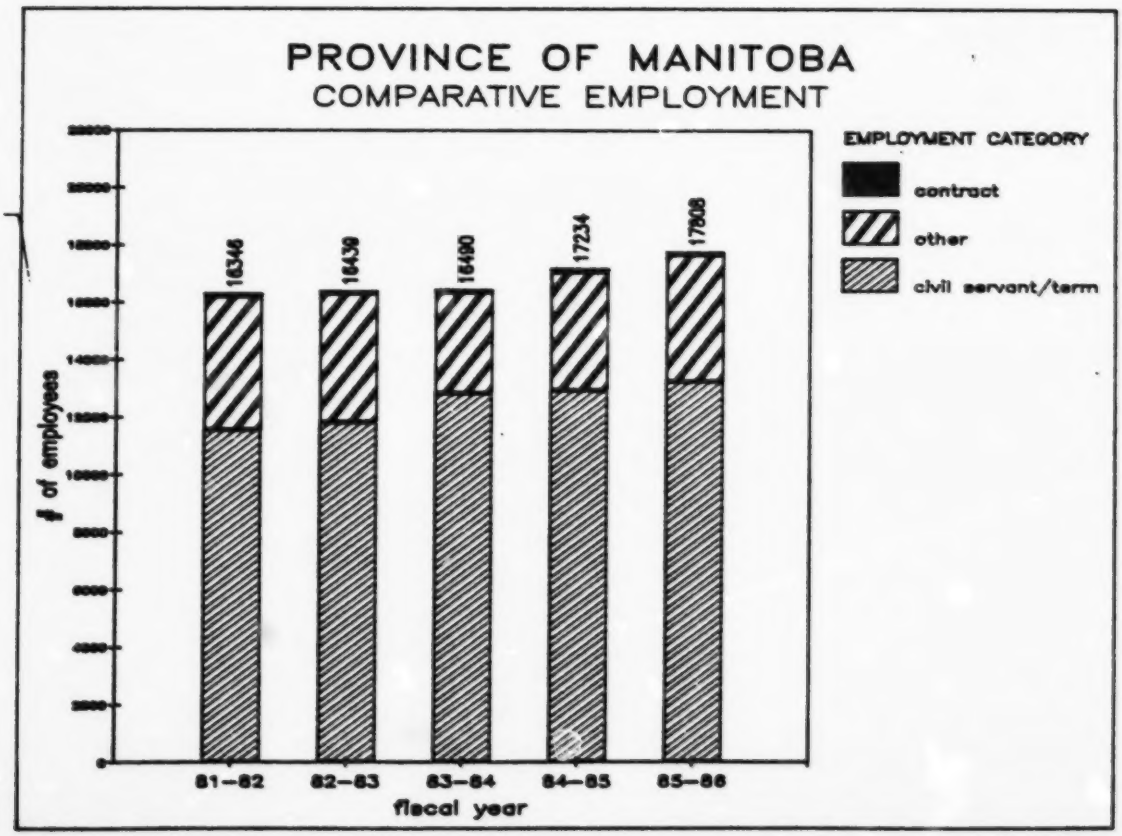
8. The Department of Finance increase in employment reflects the transfer of the Information Management Division from the Department of Industry, Trade and Technology.

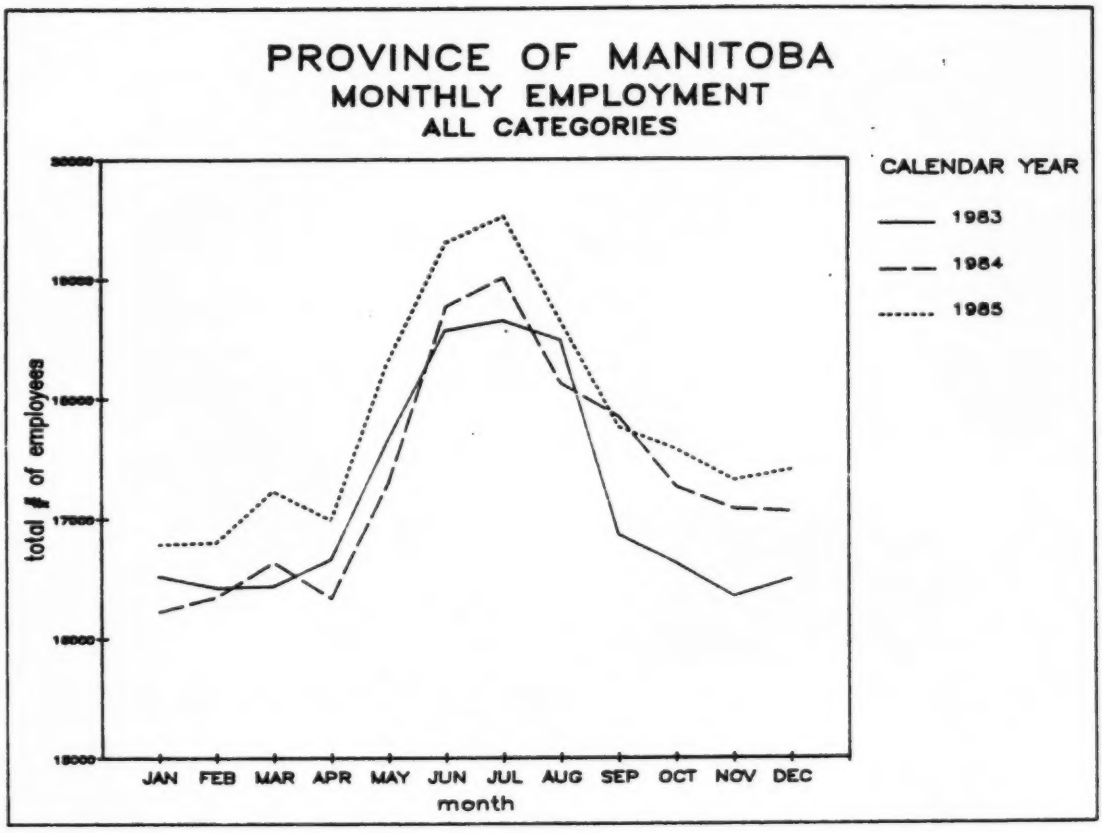
9. The increase in the Department of Health is due to increases in temporary support in the Continuing Care program and the Regional Services Branch.

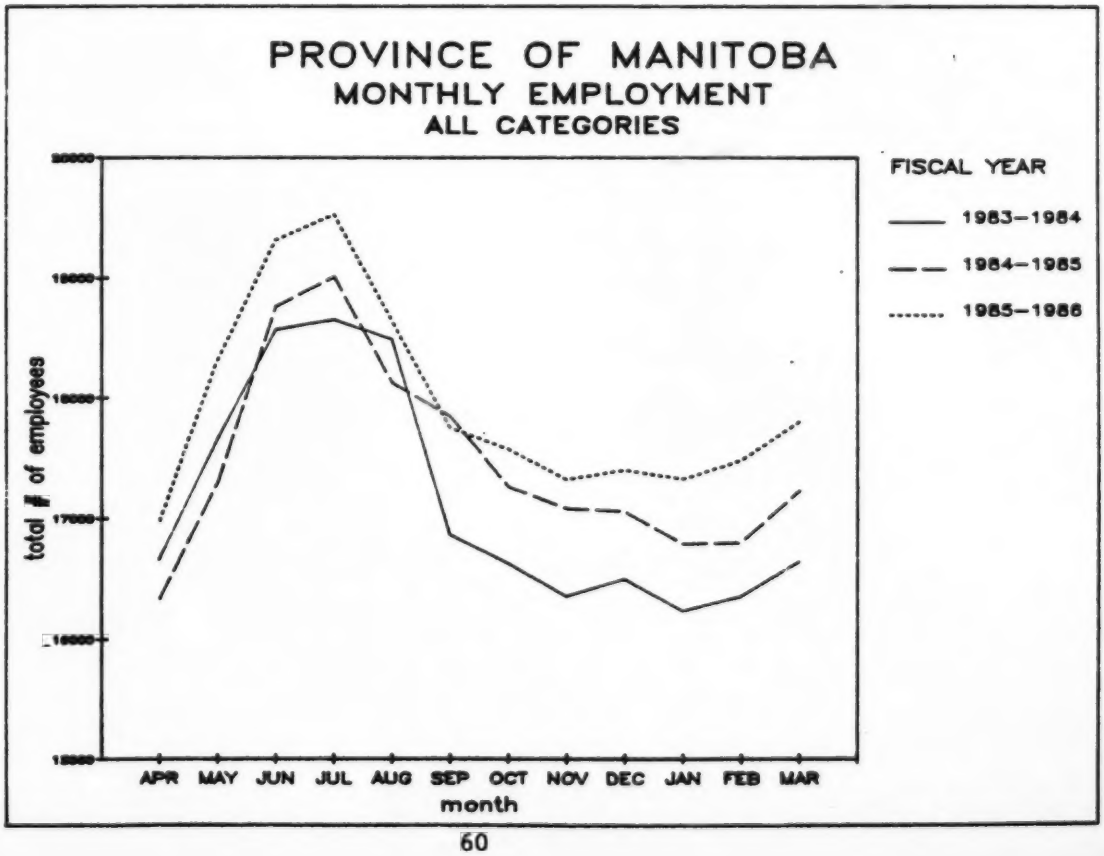
10. The Department of Industry, Trade & Technology increased employment reflects the establishment of the Information Technology program (Job Fund) and increases in Trade Programs.

11. The increase in Legislation is due to an increase of casual employment in the Electoral Office.


PROVINCE OF MANITOBA
COMPARATIVE EMPLOYMENT
EMPLOYMENT CATEGORY
contract
other
civil servant/term
# of employees
16270
16773
16494
17059
17406
1981
1982
1983
1984
1985
calendar year


PROVINCE OF MANITOBA
COMPARATIVE EMPLOYMENT
EMPLOYMENT CATEGORY
contract
other
civil servant/term
# of employees
16346
16439
16490
17234
17808
81–82
82–83
83–84
84–85
85–86
fiscal year


PROVINCE OF MANITOBA
MONTHLY EMPLOYMENT
ALL CATEGORIES
CALENDAR YEAR
1983
1984
1985
total # of employees
JAN FEB MAR APR MAY JUN JUL AUG SEP OCT NOV DEC
month


PROVINCE OF MANITOBA
MONTHLY EMPLOYMENT
ALL CATEGORIES
FISCAL YEAR
1983–1984
1984–1985
1985–1986
total # of employees
APR MAY JUN JUL AUG SEP OCT NOV DEC JAN FEB MAR
month

DEVELOPMENT AND TRAINING COURSES

January 1, 1985 to March 31, 1986

COURSE	ATTENDANCE
GENERAL MANAGEMENT	
Breakthroughs in Planning and Evaluation Methods	33
Essentials of Management	68
Kepner Tregoe Problem Solving and Decision Making	217
Managerial Styles and Situational Analysis	27
Objective Setting	116
Project Management	35
HUMAN RESOURCE MANAGEMENT	
Affirmative Action Workshop for Managers and Employees	387
Analyzing Performance Problems	14
Coaching and Counselling	18
Conducting the Performance Analysis Interview	20
Effective Performance Management	276
Employee Relations-Management Under a Collective Agreement	19
Observing and Documenting Performance	51
Recruitment and Selection Workshop for Managers	41
Setting Performance Standards	52
SUPERVISORY AND SUPPORT DEVELOPMENT	
Management Skills for Administrative Assistants	82
Success - Management for Office Employees	99
Supervisory Basics	91
COMMUNICATION - MEDIA SKILLS	
Overhead Transparency	27
Slide Presentations	16
COMMUNICATION - WRITING SKILLS	
Developing Reports	22
Interpersonal Process Recall	18
Written Communications I	100
Written Communications II	47
COMMUNICATION - INTERPERSONAL SKILLS	
Assertiveness	217
Conducting More Effective Meetings	30
Dealing With The Public	160
Developing Effective Presentations	17
Interviewing Skills	59
Meeting Management for Secretaries	132
Negotiating Skills	34
Strategies for More Effective Listening	65

COURSE	ATTENDANCE
PROBLEM - SOLVING SKILLS	
Consulting Skills	6
Creative and Rational Problem Solving	90
Learning To Learn	43
Time Management	117
Stress: Self-Management and Beyond	264
TRAINING FOR TRAINERS	
Instructional Design Workshop	15
Instructional Techniques	28
Instructor Trainer Workshop	32
CAREER AND PERSONAL PLANNING	
Career Planning	35
On Being Interviewed	19
CULTURAL AWARENESS IN THE WORKPLACE	
Communicating With The Native Public	121
Cross-Cultural Workshop	103
SAFETY PROGRAMS	
Workplace Safety and Health Committee Training	168
MANITOBA GOVERNMENT RECORDS PROGRAM	
Records Keeping	22
SPECIAL COURSES	
Advanced Consulting Skills	22
All Charities Coordinator and Canvasser Training	62
Conflict and Project Management	31
Conversations for Action	19
Developing Your Power Profile	13
Job Design and Analysis	11
Strategic Planning	7
TOTAL	3818

CIVIL SERVICE COMMISSION
EXPENDITURE SUMMARY BY APPROPRIATION
YEAR ENDED MARCH 31, 1986

(1985 - 1986)

APPROPRIATION NO.	SERVICE	ACTUAL ($)	ESTIMATE ($)	VARIANCE ($)	EXPLANATION NO.
17-1	Civil Service Commission	3,397.6	3,407.6	(10.0)	
17-2	Civil Service Benefit Plans	35,471.8	39,559.1	(4,087.3)	1
17-3	Levy - Health and Post-Secondary Education	7,330.0	7,132.0	198.0	
	Total Expenditure	46,198.8	50,098.7	(3,899.9)	

EXPLANATION

1. Surplus in 17-2, Civil Service Benefit Plans, occurred from:

   (a) Original estimate for group life insurance was based on a 5% increase. The negotiated increase was 3%.

   (b) Experience during 1985 resulted in 20% surplus in the dental plan. The original estimate was based on June, 1984 figures.

   (c) Actuarial projections for Long Term Disability Plan exceeded actual experience.